

LEGAL PROFESSIONAL DEVELOPMENT AND ANTI-CORRUPTION PROGRAM IN LIBERIA (LPAC)

Monthly Report

August 2016



Group Photo Taken After the JI Quarterly Training of Public Defenders
Held at the Catholic Retreat Center - August 1-5, 2016

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Legal Professional Development and Anti-Corruption Program in Liberia (LPAC)

MONTHLY REPORT – August 2016

Legal Professional Development and Anti-Corruption Program in Liberia (LPAC)

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Legal Professional Development and Anti-Corruption Program in Liberia (LPAC)

PROGRAM OVERVIEW

The Legal Professional Development and Anti-Corruption (LPAC) program is a five-year intervention which is USAID/Liberia's primary formal justice sector program. Its design addresses two fundamental challenges to Liberia's development as a state following the rule of law, namely: (1) increasing the capacity of Liberia's legal institutions to produce an increased number of high quality judges, magistrates, prosecutors, public defenders, lawyers and other law-trained actors to maintain an effective legal system; and (2) reducing corruption that undermines that system.

LPAC consists of two components:

- **Component A** supports development at four legal education, information, and professional institutions—the Judicial Institute, the Law School, LiberLII, and the LNBA—with the ultimate aim of making those institutions financially and administratively sustainable and able to operate effectively with minimal international donor support. LPAC's support includes direct technical, managerial and financial-capacity building and formal training with the purpose of fostering a robust, well-trained and competent legal profession.
- **Component B** supports Government of Liberia (GOL) efforts to increase its capacity to prevent, investigate, and prosecute corruption, including within the justice sector, and to educate the public regarding the fight against corruption in Liberia. Under this component, LPAC provides technical assistance, capacity development and support to LACC and also supports the Ministry of Justice (MOJ) with respect to coordination with LACC, civil society and media organizations engaged in anti-corruption initiatives. LPAC support to the LACC also includes enhancing organizational structures and systems promoting education, outreach and prevention activities to assist the LACC in its anti-corruption leadership and coordination roles.

PROJECT ACTIVITIES

This is LPAC's Monthly Activities Report for August 2016. Bullet summaries are aligned to activities approved in the Year One Inception/Work Plan. The narrative of progress is reported in keeping with coded objectives and activities as described in the project inception report. Annexed to this report is "Attachment A," a progress chart in tabular form reflecting results accomplished as a result of activities carried out.

COMPONENT A: STRENGTHENING LEGAL PROFESSIONAL DEVELOPMENT INSTITUTIONS IN LIBERIA

Component A.I - James A.A. Pierre Judicial Institute (JI)

Objectives: The JI has sustainable capacity to support an accountable judiciary that instills increased trust in Liberia's formal justice system. To achieve sustainability, it will be necessary for the Institute to obtain reliable funding from the GOL and better manage its scarce resources.

- **Activity 1.1 – Board governance:** LPAC Advisor worked with JI Board of Governor's sub-committee to review the Bylaws drafted by LPAC in Q1. In the process, the sub-committee first focused attention on reviewing and revising the *Act Amending Title 17 of the Revised Code of Laws of Liberia* (Act) that officially establishes the James A. A. Pierre Judicial Institute which had been tabled for several years. The sub-committee worked to make sure the Bylaws and Act are compatible. The Board approved the revisions and presented the proposed Act to the Supreme Court for their consideration.
- **Activity 1.2 – Mission Analysis and Strategic Planning:** Provided support to JI Research Unit on developing an annual work plan and assimilating it into the Institute's summative annual work plan.
- **Activity 2.2 – Professional Magistrates Training Program (PMTP):** LPAC worked with JI leadership to develop a proposal to fund PMTP Cycle III. Per the Memorandum of Cooperation and accompanying Work plan, LPAC will provide financial and organizational assistance to the JI to support PMTP Cycle III. Currently, there is insufficient funds in the LPAC budget to support this program. This proposal seeks additional funding from USAID in order to fully implement the PMTP Cycle III. LPAC worked closely with JI Leadership to revise the PMTP curriculum and program implementation in order to reduce costs and improve the effectiveness and efficiency of the program. The new proposal reflects these program improvements.
- **Activity 2.3 – Public Defenders Training Program (PDTP):** In collaboration with INL/PAE, LPAC supported the JI in conducting the PDTP on August 1-5, 2016 in Buchanan, Grand Basa County. The program provided 34 public defenders with training on: *The Role of Public Defenders in the Fight Against Corruption, Review of the Public Defender Reporting System, Plea Bargaining and the Current Status of Pre-Trial Detention, Preparation of Legal Memorandum, Jury Instruction and Briefing, Appellate Procedure and Practice, Trial techniques all Defense Lawyers Ought to Know in Criminal Trials, The Defense Lawyers' Demeanor in Court before Judge, Jurors and Interactions with Court Staff, Evidence and its Relevance, and Teamwork, Coordination, Networking and their benefits in Criminal Proceedings.*



***Anti-corruption Advisor, Mr. Jose Brito delivers a training on
The Role of Public Defenders in the Fight Against Corruption***

The program was monitored and evaluated by LPAC. While the evaluations were generally favorable, monitoring identified the need for additional faculty development to improve program instruction.

- **Activity 4.1 – Financial Management Training:** Conducted technical training for the JP's financial officer on budget planning, preparation, justification and documentation based on the GOL's environment. Continued with on-going coaching engagements to bring Finance Officer up to speed prior to and following the training.
- **Activity 4.2 – Financial and budget administration process:** LPAC reviewed JP's funds disbursements and reporting practices and began to address weaknesses.
- **Activity 5.4: HR: Guidelines, Procedures and Manuals:** Finalized a template for JP staff job descriptions based on best practices in HR performance management and facilitated the JP's administrative staff to modify the job descriptions.
- **Activity 6.1 – Procurement:** Worked with the Procurement Officer to complete a supplies inventory tracking tool in order to begin submitting reports to management.
- **Activity 8.3 M&E Implementation:** Attended Liberian Strategic Analysis (LSI) meeting on Public Opinion Surveys in Liberia. The meeting explored the scope of surveys currently existing, who conducts them and how the data is used. LPAC has exposed the Court's Judiciary Committee for Advancing Court Administration (JCACM) to the concept of Public Opinion Surveys as part of the International Framework for Court Excellence. Worked with LSI to create a Liberian Court Organization map. Conducted a baseline evaluation of PMTP students.
- **Issues and Constraints:** None at this time.

Component A.2 - Louis Arthur Grimes Law School (Law School)

Objective: An institution that consistently obtains outside sources of funding to pay for programs,

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materials and activities that better prepare young lawyers.

- **Implement the MOC and Work Plan entered into by the Law School and USAID:**
 - LPAC started to advance the MOC and work plan activities as identified by Dean Warner that prioritize supporting development of an automated Student Registration and Records Management System and Internet access.
 - While identifying the MOC and work plan priorities, the Dean identified a discrepancy in planned USAID and LPAC support, in that, planned technology innovations and ICT system support in the work plan failed to include website design and development or the cost of Internet connectivity. A meeting to resolve the inconsistency was promptly requested between LPAC, USAID and the Dean and the matter is urgently under consideration.
- **Mission Analysis and Strategic Planning – Establishing school-to-school programs with Cornell University’s School of Law (WP 1.12):** The new Dean expressed a keen interest in working with USAID and LPAC to establish a law school-to-law school relationship that would include mentoring, team-teaching/exchange and distance learning programs with his alma matter, Cornell University School of Law. At a recent visit to Cornell, he held high level discussions and returned with proposals for collaborations that will be integrated into LPAC’s work program.
- **Assistance with procurement of Internet connectivity (Integrated Activity 2 and WP.**

In August, the Law School Dean and LPAC, with representatives of the University of Liberia (UL), met with Liberia Telecommunication Corporation (LIBTELCO)’s Project Manager for Fiber Optic Connection and Distribution and reviewed options for obtaining Internet connectivity to LIBTELCO’s high-speed internet network. Although Internet subscription costs are not yet within LPAC’s budgeted support to the Law School and will require a budget adjustment, Dean Warner and the UL independently reached understanding with



LIBTELCO technicians connect the Law School to the high-speed fiber optic network cable

LIBTELCO to run the Internet cable-line onto the Law School building and was connected to the Law School’s main server pending resolution of budgetary adjustments and subscription payment. In the meantime, LPAC completed an internal survey and developed a tentative network diagram that provides for internal cabling and wireless connection and for on and off campus wireless access points.

- LPAC completed the process of identifying and mapping the Law School's ICT system specifications and identified equipment and software needs by consolidating the Dean's specific requests with recommendations of the *Final IT Assessment Report* and drawing up a complete description of required IT infrastructure for the Law School.
- **Activity A.2.a.3 – Staff Capacity Building:**
 - **Administration and Financial Systems:** Dean Warner outlined his new program direction for the Law School which includes a restructuring of staff positions and job roles with the goal of increasing competences, minimizing staff redundancies and increasing the quality of supervision. He requested LPAC's assistance in implementing those reforms. He also indicated eight positions on the establishment roster that remain vacant and will need to be filled with competent staff who are hired on the basis of merit. LPAC's Administration Specialist has drawn up an action plan that will assist in implementing the Dean's restructuring and re-alignment plans.
 - LPAC's Financial Systems Specialist submitted an *Assessment Report and Findings* to the Dean and Executive Assistant with recommendations in three functional areas: (1) textbook stock management (2) bank account management, as well as, (3) asset management and inventory control systems. Following review and discussions, key implementation steps were agreed upon. The agreed recommendations will be integrated in both the Dean's restructuring plan and in on-the-job training programs.
 - **M&E reporting Systems:** The M&E Specialist and embedded advisors developed a Legal Community Perception Questionnaire for staff, students and faculty of the Law School. The questionnaire will be administered in the next two weeks to gauge perception of the Law School community about the LPAC project.
 - **Automated student registration and records management systems:** The cost proposal which was submitted by i-lab to develop a customized Electronic Records Management System (ERMS) was unsustainably high and it was not recommended. Instead, LPAC continues to assist the Law School with assessment of need and mapping of workflow processes to support an automated student registration, records and grade-tracking system.
 - LPAC initiated engagements with a local IT specialist to develop simplified database systems that are built on MS Access framework to streamline functions such as inventory control and students/alumni management. Using this approach, LPAC expects to establish the programming building blocks for various database applications that can be extended to all other counterparts over the next 4-6 months.



Administration and Financial Systems Specialists and Senior Legal Education Advisor meet with the Executive Assistant and Records Manager

- **Activity A.2.b.2 - Fundraising and Outreach Plan Established:** LPAC continued to receive applications from candidates interested in the position of Fundraising/Outreach Coordinator and will start to screen the applications and schedule interviews as of end of the application-receipt-deadline of August 31, 2016.
- **Activity A.2.c.1 – Public Service Scholarships:**
 - LPAC obtained the roster of thirty-five (35) entering first-year students who are eligible to compete for the public service scholarships. Embedded advisors started to develop announcements and selection criteria for the six new scholarships that are available to be awarded to successful candidates in Year Two. Using a transparent method, LPAC and the Law School will evaluate scholarship applications and award the six Year Two scholarships.
 - Next month, LPAC advisors will assist the Dean and the Admissions and Records Committee to undertake a comprehensive first-year review of the program and make essential program adjustments to improve effectiveness and better manage recipients' expectations going forward.
- **Activity A.2.d.2 - Plans for Implementation of the New Curriculum:** Assisted the Dean and Curriculum Committee to determine new curriculum courses for next academic year and assisted in identification of potential gaps with regard to teaching materials and the law teachers needed to undertake new course requirements. During the end-of-academic-year break in September, LPAC and the Dean will continue to evaluate the gradual implementation plan and make adjustments where needed.
- **Activity A.2.e. 2 – Law Journal:** In August, most of the internal law journal editing requirements were completed. Finalized articles were placed in a publisher-ready folder. LPAC advisors assisted the editorial board to solicit price quotations for publishing the journal and IMAGI Printing and Publishing Company (IPPC) was selected. The articles folder was submitted to IPPC with the initial requirement to produce an *offprint* that will be reviewed and approved by the editors prior to final print/production.
- **Activity A.2.e.3 - Support for the textbook writing program:** LPAC outlined a new funding approach for the textbook writing/stipend program according to which proposed textbook writers will be funded under specific textbook writing grants to which they qualify. Each textbook will constitute a unique grant to the Law School that will be managed by LPAC. The Law School, with assistance from LPAC advisors, will take the lead in recruiting and contracting with the textbook writers, ensure that writers abide by the contractual terms, and ensure that milestones and deliverables are met. Next month, LPAC advisor will assist the Dean to develop individual grant applications for the four (4) identified textbook writers for proposed texts on (1) Civil Procedure (2) Legal Ethics (3) International Law and (4) Labor Law. A Criminal Law (Part II) textbook is still under advisement.
- **Activity A.2.e.4 - Support for Research and Writing:** The Dean and Faculty Advisor to the law journal, previously requested STTA support by a local consultant to deliver editing workshops for students and to work with the editorial board to develop standards and conventions for the law journal. Two potential local consultants were identified in August

but they were considered unsuitable and were rejected. The Dean has now recommended widening the search for suitable local or international consultants to deliver a series of scholarly writing workshops for both faculty and students.

- **A.2.e.5 – Newsletter Development: Issues and Constraints:** Newsletter contents were submitted to the selected publisher, *Deligent Trade, Inc.* who will produce a formatted *proof* version that will be reviewed by the Newsletter Development Team prior to final print and production.

Component A.3 – Liberian Legal Information Institute (LiberLII)

Objective: *LiberLII is fully self-funded by the end of Year 4 and is able to facilitate electronic production and publication of legal materials.*

- **General:**
 - LiberLII Board of Directors met, with LPAC and USAID in attendance, to discuss the recruitment of a new Executive Director. It was agreed that LPAC would revise a TOR for the Executive Director position and re-submit to the board for approval. Subsequently, the Board approved the TOR and the announcement was posted on August 23rd with applications due September 7th.
 - The Board also discussed the issue of sustainability including brainstorming on a variety of ideas such as requesting the Supreme Court and the LNBA to adopt rules requiring lawyers and judges to pay a contribution to LiberLII. The Board will continue the discussion of sustainability at the next meeting.
- **Grant Administration Milestones:**
 - LPAC coordinated a new grant with LiberLII that will cover April – September 2016. The new grant focuses on sustainability, improved management activities, migration to AfricanLII to improve reliability of the website, and tangible milestones that are directly tied to future grant payments. During the month of August, LiberLII appears to have met its lone Milestone; uploading 20 documents to its website. LPAC will work to validate LiberLII's assertion.
 - Additionally, given the change in leadership, LiberLII and LPAC are working to modify the current grant agreement to postpone the milestones associated with the transition to AfricanLII and any fundraising requirements until a permanent Executive Director can lead and manage the transition, training and marketing plans.
- **Activity A.3.a.2 - Staff capacity building:**
 - Continued on-the-job (OJT) capacity building and technical assistance for LiberLII including the following:
 - ✓ Following an evaluation of LiberLII's implementation of administrative and financial policies adopted within the last few months, LPAC has determined that a more hands-on approach is necessary for LiberLII. As a result, LPAC's

administrative and financial advisors are now embedded with LiberLII to improve LiberLII's performance.

- ✓ Once LiberLII staff have proven they can implement adopted policies, the advisors will revert to a weekly schedule for technical assistance.

Issue/Constraints: No new issues.

Component A4 – Liberian National Bar Association (LNBA)

Objective: *To raise the performance of the LNBA to ensure that it is a professionally run bar association capable of promoting and enforcing the highest standards for legal professionals throughout Liberia; and which will require the LNBA to develop innovative ways to raise funds from external sources, and use existing resources more effectively, while providing relevant benefits to its members.*

- **General:**

- LPAC will be moving to a new full-service office and the project will no longer need its generator. Although the LNBA refused an early offer for the transfer of a 40 kVA generator because of the costs of fuel and maintenance, LPAC has again approached the LNBA to offer a transfer of its generator. At the recommendation of LPAC's COR, LPAC is now offering to share the costs for fuel and maintenance on a graduated scale for the next three years. LPAC is working with the LNBA to assess the capacity of the electrical systems and infrastructure at the LNBA headquarters to determine if the transfer of the generator will be possible.
- LPAC refurbished and transferred 20 office chairs to the LNBA for use in their training and meeting room for the Executive Council. These chairs replaced lawn chairs that were being used by the LNBA.

- **Activity A.4.a.2 - Staff Capacity Building:**

- LPAC financial and management advisors met with the staff at the Secretariat to begin updating and developing appropriate position titles, roles and responsibilities to reflect a true and realistic division of labor and segregation of duties for the Secretariat's team.
- LPAC has provided two draft versions of an organizational chart for the LNBA. One of the charts reflect the current structure and command flows at the LNBA while the other depicts an ideal organizational chart. The goal is to provide the LNBA with the tools to revise its organization structure to become more efficient and productive.

- **Activity A.4.b.1 Marketing/Fundraising Coordinator:**

- After discussions with LPAC's Senior Legal Advisor, LNBA's President and Executive Committee agreed to expand qualifications for the LNBA Executive Director/Fundraising Coordinator position to include persons with advanced management and administration degrees, and for those with prior program management experience.
- LNBA's decision to now look for a "manager" (and not simply a "lawyer") to fill the Executive Director Position is a major step forward in their understanding of the

importance to be attached to the position to ensure that LNBA can effectively move forward on pro bono and continuing legal education programs.

- LPAC completed background checks of the final candidate and is working with the LNBA leadership to transmit an offer to the candidate.

Objective A.4.c - LNBA is able to effectively and efficiently develop Continuing Legal Education courses:

- **Activity A.4.c.3 - Regulatory Framework for Mandatory CLE.**
 - On August 10th, representatives from LPAC, the Legal Education Committee, and the Executive Committee held a workshop to begin reviewing model rules for mandatory continuing legal education (MCLE) from relevant jurisdictions in Africa (Kenya, Tanzania and South Africa) as well as the United States. Following the review of the model rules, the LNBA agreed to use the Kenya format as the model for its mandatory continuing legal education system. It was also agreed that LPAC would develop the first draft of the MCLE rules adding provisions from other jurisdictions to bring the Kenyan model more in line with the Liberian legal system. On August 18th, LPAC submitted the MCLE regulations to the Legal Education and Executive Committees of the LNBA for their review and comment. LPAC expects to receive feedback in early September.
 - LPAC and the LNBA have re-posted the job announcement for the Legal Aid/CLE Manager with application dues August 26th. LPAC and the LNBA will begin conducting interviews in early September.
- **Activity 4.d.2 Sustainable Pro Bono program:**
 - The LNBA submitted its final grant proposal for a pro bono program that will provide free legal services to indigent citizen in five counties. LPAC will review and work with the Checchi home office to finalize for submission to USAID for approval.

Issue/Constraints: None.

Component B - Liberia Anti-Corruption Commission (LACC)

- **General:**
 - On Friday, August 19, 2016, LPAC's Anti-Corruption Advisor departed mission for personal security reasons. LACC, USAID and LPAC met thereafter to identify ways to move forward on the signed MOC and work plan; and LPAC's home offices (Checchi and MSI) are analyzing anti-corruption programs and options to present to USAID Liberia.
 - In August, LACC and the Liberia Governance Commission, with assistance from LPAC advisors, coordinated a meeting with the President of Liberia to consider establishing by Executive Order, the office of an Ombudsman pursuant to the *National Code of Conduct for Public Officials and Employees of the Government of Liberia*. The office will be responsible for overseeing, monitoring and evaluating adherence to the Code.

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- LACC, USAID and LPAC met to re-confirm mutual objectives and commitment to advance agreed MOC and work plan activities. LACC's Executive Chair identified specific priority areas too which LACC requested LPAC advisors to focus assistance in the next 90 days. Weekly progress meetings will be coordinated by LPAC with the Executive Chair, Body of Commissioners (BOC) and Program Managers (PM) during that period to ensure that program activities are focused on the key priority areas -- supporting investigations, prosecutions and education.
- **Activity B.1 b - Support implementation of the Capacity Building Plan (CBP).**
 - Updated the previously submitted CBP to reflect priorities of the recently signed MOC and work plan; and submitted the revision to the LACC Board of Commissioners for review.
 - LACC Program Managers met with LPAC to review the MOC work plan and prioritize 4th quarter actions.
- **Activity B.2.a - Provide technical assistance and training in investigative techniques:**
 - LPAC advisors completed developing course-materials and hand-outs for planned trainings in the following topical areas: (1) Using Financial Information to Fight Corruption; (2) Financial Investigations; and (3) Criminal Investigation/ Prosecution Manual/SOP.
 - Advisors interviewed prospective consultants to conduct STTA trainings on Investigative Techniques. A training series will be scheduled in September when the PM for enforcement will have returned from leave.
- **Activity B.2.b - Develop Guidelines and Standardized Operating Procedures (SOPs):**
 - Continued work to complete the *Investigation and Prosecution Guidelines and SOP* in coordination with Activity B.2.a.
 - LACC's BOC notified LPAC that they are taking action to appoint a work group to review and implement the instruction guidelines and SOPs concerning access-controls, and security of investigations and classified documents (originally submitted in December 2015). LPAC will work to confirm how, and when this working group will start.
- **Activity B.2.c - Support legislative drafting:**
 - LPAC met with the Program Manager of Liberia Governance Commission regarding proposed new laws to establish formal witness protection and whistleblower protection programs and will assist with integrating international best practices and examples during the legislative drafting phase.
 - Advisors continued to track the legislative progress of bills proposing to establish regional corruption courts, and to amend the Corrupt Offenses Act. LPAC advisors also assisted the Senate Committee to re-initiate activities concerning the "Corruption Court", amendments to the "Corrupt Offense Act" and the "LACC Act".

- LPAC continues to support LACC's on-going efforts to establish public forums around the country to discuss both bills, and the impact of the legislation on LACC anti-corruption and prevention programs and activities. Discussions with LACC's Education and Prevention Department suggest that public seminars to discuss implication of the new law could start in late August 2016.
- LPAC advisors continued the deliberations with LACC officials and key legislators to move forward with planned public discussion forums for proposed regional corruption courts; amendments to LACC prosecution authorities; and amendments to the Corrupt Offenses Act.
- **Activity B.3.b - Build capacity of prosecutors:** LPAC supported LACC and MOJ to document the case flow process relating to LACC originated investigations that are referred for prosecution. The objective of this exercise is to establish a coordinated case numbering and tracking system between MOJ and LACC.
- **Activity B.3.c - Strengthen coordination between enforcement agencies:**
 - LPAC advisors coordinated the signing of a Memorandum of Understanding (MOU) between LACC and LRA on August 12th to establish a framework for strengthening collaboration and ensure expeditious investigation of corruption and related crimes within LRA. The MOU extends to receipt, filing and verification of documents for declarations of assets and interest by LRA Board Members, Directors, Commissioner General and staff.
 - LPAC has requested a "final copy" of the MOU between LACC and LRA signed on August 12, 2016. To date, LACC has declined to provide a copy of the final MOU which may have delegated investigative authority to LRA to investigate corruption related offenses within their own organization.
- **B.4.a - Support LACC with the development of a Public Outreach and Communication Strategy and Plan:** LPAC advisors reviewed and adjusted the previously proposed outreach and communication plan to reflect new program priorities and resubmitted it to the Executive Chairperson for reconsideration and formal action by the BOC. Recommended implementation steps will start upon approval of the plan.
- **Activity B.4.b - Facilitate LACC cooperation with Civil Society Actors and support CSO's Anti-Corruption Initiatives:**
 - LPAC advisors assisted the Education and Prevention Division (EPD) to establish an internal 6-month work plan with measurable performance indicators to guide EPD engagements with CSOs and anti-corruption/prevention training activities. Activities scheduled during the 6-month work plan have been integrated within the identified priority areas of the MOC and work plan signed between LACC, USAID and LPAC.
 - At the request of LACC's EPD Commissioner Dolo, LPAC advisors supported LACC's initial review of Ministry of Transportation (MOT) procedures relating driver's licensing and vehicle registration. This is a priority activity previously identified and

approved by the Commissioner – with an end state objective of helping LACC and MOT build a relevant anti-corruption and corruption prevention training programs.

○ **Issues/Constraints:**

- LACC's Director of Investigations resigned, citing unresolved security concerns for investigators, and a lack of support for investigations from LACC's Executive Chairperson and the BOC.
- LACC's Executive Chairperson and BOC continues to delay organizational reforms and programs identified in the HICD, and committed to in the recent MOC and work plan.

GENERAL

- **Hiring actions:** LPAC continued local hiring actions to fill the vacant positions noted below:
 - **Grants Administrator (LPAC):** Posting of the position vacancy was developed. It is scheduled for posting on the *Executive Mansion* website before end of August.
 - **Anti-Corruption Coordinator (LPAC/LACC):** Candidate selected and salary negotiations are underway with MSI (Checchi's anti-corruption and prevention implementing partner).
 - **Law School Fundraising/Outreach Coordinator (Law School) –** Position vacancy and recruitment announcement developed and posted on GOL Executive Mansion website with a closing deadline of August 31, 2016. Applications will be evaluated and interviews and selection will start next month.
 - **Marketing and Fundraising Coordinator (LNBA) – PENDING APPLICATIONS:** LPAC completed background checks of the final candidate and is working with the LNBA leadership to transmit an offer to the candidate.
 - **Legal Profession Specialists (LPAC/LNBA) - PENDING APPLICATIONS:** LPAC and the LNBA have re-posted the job announcement for the Legal Aid/CLE Manager with application dues August 26th. LPAC and the LNBA will begin conducting interviews in early September.

Cross-cutting Activities Affecting All Components

- **Information and Computer Technology (ICT):** LPAC started meetings with counterparts to verify ICT equipment, software, and website design requirements to be compiled into a unified procurement request to be presented to USAID for review and approval next month.
- **LPAC Project Office Moves to a New Home:** LPAC started preparations to move to the new location within the Atlantis Hotel Business Complex in Mamba Point, final move date is scheduled for September 1st.

LOOKING AHEAD

Judicial Institute (JI)

- **Activity 1.1 – Board governance:** Follow up on the *Act Amending Title 17 of the Revised Code of Laws of Liberia* (Act) and the draft Bylaws.
- **Activity 1.2 – Mission Analysis and Strategic Planning:** Follow up on the Institute's annual work plan.
- **Activity 2.2 – Professional Magistrates Training Program (PMTP):** Follow up on the proposal to fund PMTP Cycle III. Continue monitoring PMTP and providing faculty mentoring.
- **Activity 2.4 – Public Defender and Clerk of Court Training:** Work with JI staff on reviewing and revising clerk of court curriculum.
- **Activity 4.1 – Financial Management Training:** Continue coaching with JI's Finance Officer.
- **Activity 5.4: HR: Guidelines, Procedures and Manuals:** Implement job descriptions and provide training to the institute's administrative staff.
- **Activity 8.3 M&E Implementation:** Work on system wide needs assessment with an emphasis on court management. Finalize Liberian court organization map.

Louis Arthur Grimes School Law School (Law School)

- **Activity A.2.a.1 – MOC entered into by the Law School and USAID:**
 - Advance the identified priority activities – an automated registration, records and grade tracking system, ICT system improvement and internet connectivity.
 - Assist Dean Warner with his request for technical advisory support to undertake his planned administrative reforms.
- **Activity A.2.a.2 – Assistance with Internet and other ICT procurements:** Continue to verify ICT equipment, software and website design and development requirements of the Law School and complete the unified procurement request for review, approval and action by USAID and LPAC.
- **Activity A.2.a.3 – Fundraising and Outreach Plan Established:** Screen, applications schedule, conduct candidate interviews and select a suitable candidate for the position of Fundraising/Outreach Coordinate.
- **Activity A.2.a.3 – Staff capacity building:**
 - **M&E Interventions:** Complete and tabulate results of the *Community Perceptions Questionnaire*.
 - **Administrative systems support:** Assist the Dean to start implementing his plan to restructure job positions staff roles and support implementation of the recommendations of the approved *Financial Management Systems Report*.

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- **Automated student registration systems:** Assist the Law School to finalize design of required database fields and corresponding workflow processes underpinning the student registration and records management system.
- **Activity A.2.c.1 - Public service scholarships:** Continue developing a transparent recruitment process for selecting the next batch of public service scholarship recipients.
- **Activity A.2.d.1 - Plan for implementation of the new curriculum:** Continue to assist the Dean to develop a schedule of new curriculum courses, and to identify needed materials and law-teachers to be approved for next academic year.
- **Activity A.2.e.2 - Law journal:** Receive and review the offprint from the publisher and authorize final print-production of the journal.
- **Activity A.2.e.3 - Support for the textbook writing program:** Finalize the grant application documents and disburse grant funds to the Law School for the textbook writing program.
- **Activity A.2.e.5 - Newsletter development:** Receive agreed printed copies of the newsletter, coordinate distribution and support an online version to be published on both LiberLII and UL websites.

Liberia Legal Information Institute (LiberLII)

- **General:** LPAC will continue providing technical and program management assistance to LiberLII in order to:
 - Support grant implementation and milestones from April 1 through September 30, 2016; and
 - Support the Board of Directors with the transition to a new Executive Director including assisting the Board with the search and working with the Acting Director to implement current programs and the LPAC grant.
- **Activity A.3.a.2 - Staff capacity building.** LPAC advisors will continue consultations and technical assistance to LiberLII staff.

Liberian National Bar Association (LNBA)

- **Activity A. 4.a.2 - Staff Capacity Building.** LPAC will continue working with the Secretariat staff to develop written internal administrative and financial policies at the Bar Secretariat.
- **Activity A.4.b.1 - Marketing/Fundraising Coordinator.** LPAC and the LNBA will finalize the hiring of the Executive Director/Fundraiser position.
- **Objective A.4.c - LNBA is able to effectively and efficiently develop Continuing Legal Education courses:**
 - LPAC will work with the LNBA to revise and finalize mandatory continuing legal education regulations.

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- LPAC and the LNBA will interview a new round of candidates for the Legal Aid/CLE Manager as the initial search did not reveal any qualified candidates.
- **Objective A.4.d - The LNBA is able to effectively and efficiently implement a Pro Bono program that delivers quality services to the low income population.**
 - LPAC will submit LNBA's pro bono program proposal to USAID for approval.
 - LPAC and the LNBA will interview a new round of candidates for the Legal Aid/CLE Manager as the initial search did not reveal any qualified candidates.

Liberian Anti-Corruption Commission (LACC)

- **Activity B.2.a - Provide technical assistance and training in investigative techniques:**
 - Continue on-the-job capacity building training with LACC and MOJ prosecutors and LACC investigators to support ongoing cases.
 - Meet with the Executive Chair and BOC to discuss how LPAC can support LACC priority commitments to *improving and sustaining high quality investigations and prosecutions that lead to convictions*.
 - Continue meetings with LACC PMs to develop standard operating procedures and guidelines for the EPD.
 - Continue to attempt to secure accurate investigation and prosecution statistics from both LACC and MOJ.
- **Activity B.2.c - Support legislative drafting:** Support an anticipated meeting with LACC's Commissioner for Administration to meet with legislators to review the regional corruption court draft law.
- **Activity B.3.c - Strengthen coordination between enforcement agencies:** Attempt to secure a copy of the approved MOU between LACC and LRA to determine areas of potential LPAC engagement between the two institutions.

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ATTACHMENT A: 30-60-90 DAY CHART, YEAR I

Legal Professional Development and Anti-Corruption Program in Liberia (LPAC)			
30-60-90 Day Activity Projection Chart Based on the August 2016 Monthly Report			
Component A: Strengthening Legal Professional Development Institutions in Liberia	Future Activity		
Component A.1: Sustainable James A.A. Pierre Judicial Institute (JI)	Sep	Oct	Nov
A.1.a: The JI's financial and administrative management systems conform to international good practice standards			
HICD assessment	Completed		
Training on technology	On-going		
Training calendar	15%	45%	75%
Training catalog	On-going		
Staff capacity building	On-going		
ICT assessment and procurement	60%	75%	90%
A.1.b: The JI is able to effectively and efficiently develop professional courses and reference materials in new subject areas and provide these course offerings to justice sector actors.			
Training needs assessment	Completed		
Training of trainer's program (TOT)	Completed		
Advanced faculty handbook	Completed		
TOT workshop	Completed		
Adult education handbook	Completed		
Workshop on best practices in adult education	Completed		
Individual mentoring	On-going		
TOT expansion	On-going		
Training materials developed	On-going		
Institute Information Center - Judicial Reference Sets	N/A	N/A	N/A
A.1.c: The JI is able to continue ongoing trainings of judicial actors and is able to fund, organize and implement complex trainings in and outside of Monrovia on its own.			
Professional Magistrates Training Program	25%	25%	50%
Working group established	On-going		
Identification of partners/donors to ensure coordination	On-going		
Quarterly Judicial Training Program	25%	25%	25%
Other Training Programs	On-going		
A.1.d: The JI has an M&E team that is well trained, well equipped and capable of conducting field work to evaluate the effectiveness of JI training programs, conducting research related to issues raised in judicial quarterly reports, and investigating causes of poor performance within the judiciary.			
Establishment of M&E Team	Completed		
Court Observation – Baseline	10%	25%	45%
A.1.e: JI enabling legislation is passed that authorizes the JI to engage in the full range of activities projected in the JI's 2012-2017 Strategic Plan.			
Legislative Drafting	N/A	N/A	N/A

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COMPONENT A2 – SUPPORT TO THE LOUIS A.A. GRIMES LAW SCHOOL			
A.2.a: The Law School's financial and administrative management systems conform to international good practice standards.			
HICD assessment	Completed		
Assistance in procurement of repairs and refurbishment	Completed		
Staff capacity building	30%	40%	40%
ICT Assessment and Procurement	40%	50%	50%
A.2.b: The Law School is able to effectively conduct outreach and fundraising activities to generate a consistent stream of funding for Law School program and activities.			
Fundraising and outreach plan	N/A	N/A	N/A
Fundraising and outreach coordinator	10%	20%	30%
Alumni association organized and active	N/A	N/A	N/A
A.2.c: The Law School has developed an action plan for the establishment of a public service scholarship endowment to provide scholarships in perpetuity without utilization of annual budget funds.			
Public service scholarships	Completed		
A.2.d: The Law School fully implements curriculum reform and establishes a clinical legal education program.			
Curriculum and legal clinic assessment and action plan	10%	20%	20%
Plan for implementation of new curriculum	15%	20%	30%
A.2.e: Legal scholarship at the Law School is enhanced through consistent publication of the law journal and newsletter, and through faculty textbook writing program.			
Legal writing workshops	Completed		
Law journal	80%	Completed	
Increase faculty development	15%	20%	20%
Training in research and writing	30%	N/A	N/A
Newsletter development	85%	Completed	
A.2.f: The Law School is able to provide legal service to the University of Liberia through a legal department that does not rely on faculty who are teaching courses.			
Move legal counsel from law building	N/A	N/A	N/A
COMPONENT A3 – SUPPORT TO LIBERIA LEGAL INFORMATION INSTITUTE (LiberLII)			
A.3.a: LiberLII's financial, administrative, and management systems conform to international good practice standards.			
HICD assessment	Completed		
Staff capacity building	On-going		
A.3.b: LiberLII is able to effectively conduct outreach and funding activities to generate a consistent stream of funding to support its efforts to make all of Liberia's laws and regulations readily accessible to the public.			
Workshops developed	N/A	N/A	N/A
Marketing/fundraising coordinator	Completed		
Marketing and fundraising plan	Completed		

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A.3.c: LiberLII has a staff capable of engaging in all aspects of document collection, digitizing and web publishing, to include the technical know-how to administer the LiberLII website.			
Initial IT assessment support	Completed		
Bridge grant	Completed		
Development of stakeholder support	Completed		
ICT assessment and procurement	50%	60%	75%
Improved awareness of LiberLII	N/A	N/A	N/A
Improved capacity to produce materials in electronic format - training	N/A	N/A	N/A
COMPONENT A4 – SUPPORT TO THE LIBERIAN NATIONAL BAR ASSOCIATION (LNBA)			
A.4.a: LNBA's financial and administrative management systems conform to international good practice standards			
HICD assessment	Completed		
Staff capacity building	On-going		
A.4.b: LNBA is able to effectively conduct outreach and fundraising activities to generate a constant stream of funding to support its operations, quarterly assemblies, professional development activities, and public outreach and service programs.			
Fundraising and outreach plan	0%	0%	50%
Fundraising and outreach coordinator	75%	100%	Completed
A.4.c: LNBA is able to effectively and efficiently develop Continuing Legal Education courses and reference materials for a broad range of subject areas to promote the professional development of its members.			
Market study for CLE	40%	75%	75%
Development of CLE courses	10%	10%	25%
Regulatory Framework for mandatory CLE	40%	60%	75%
Mandatory CLE certification program	30%	45%	60%
A.4.d: LNBA is able to effectively and efficiently implement a Pro Bono program that delivers quality services to the low income population.			
Present pro bono program for consideration by LNBA	Completed		
Implement a sustainable pro bono program	60%	75%	75%
COMPONENT B: SUPPORT TO THE LIBERIA ANTI-CORRUPTION COMMISSION			
B.1: LACC's organizational structure, systems and resources conform to international standards and support its mandate.			
Draft and sign initial MOC	100%	Completed	
Implement HICD	10%	30%	30%
Develop CBP and get approval by USAID and LACC	Pending LACC approval		
Support implementation of the CBP	Pending LACC approval		
Monitor the CBP implementation	N/A	N/A	N/A
ICT assessment	Completed		
ICT procurement	N/A	40%	75%
Staff capacity building	On-going		
B.2: LACC Investigation Unit conducts investigations that conform to international standards, and that contribute to the development of corruption case prosecutions that result in convictions			
Assess investigation capacity and investigators skills	Completed		
Develop draft Investigation Capacity Building Plan (I-CBP)	Completed		
Implement I-CBP (training and mentoring)	On-going		
Develop intelligence and analysis competences (MANUAL DEVELOPED AND SUBMITTED TO LACC's BOC FOR APPROVAL)	40%	55%	75%

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Develop and implemented security procedures to shield investigations (MANUAL DEVELOPED AND SUBMITTED TO BOC FOR APPROVAL)	50%	Completed	
Start the process of creating conditions for LACC to join and get access the Interpol Global Focal Point Platform	Ongoing		
Develop and implement procedures for information exchange with other law enforcement agencies through MOCs	On-going		
Develop and implement guidelines and SOPs for investigating corruption	On-going		
Establish legal drafting team to review and draft legislation to enable LACC to effectively investigate and prosecute corruption	On-going		
Assess and prioritize legislative changes	On-going		
Facilitate developing legislation enabling investigation and prosecution of corruption	15%	15%	15%
Mobilize stakeholder support and conduct negotiations to support legislative changes	On-going		
B.3: LACC and MOJ have well-trained and coordinated prosecutorial teams capable of developing and arguing strong corruption cases that lead to convictions on corruption charges.			
Facilitate negotiations and then development of draft MOC between LACC and MOJ to foster collaboration	25%	25%	25%
Draft policies and SOPs for MOJ and LACC collaboration during investigation	25%	25%	25%
Assess the skills and capacity of the LACC and MOJ prosecutors assigned to work on LACC cases	On-going		
Design Prosecution Capacity Building Program (P-CBP)	On-going		
Implement P-CBP (training and mentoring)	25%	25%	25%
Develop a Prosecutor's Manual and SOPs	25%	30%	50%
Encourage networking between investigators, prosecutors, MOJ and Courts through MOC	On-going		
Establish asset tracing, forfeiture and confiscation in corruption cases	N/A	15%	15%
Identify GOL institutions with important links to LACC and facilitate drafting MOCs to strengthen cooperation	15%	15%	25%
Strengthen coordination between enforcement agencies	On-going		
B.4: The LACC has an effective public education and outreach program that provides information and support to citizens, CSOs, and business organizations in the private sector fight against corruption.			
Review LACC Communication Strategy and assess LACC staff communication skills	10%	10%	25%
Build LACC staff communication skills through training and mentoring	On-going		
Identify CSOs capable to implement anticorruption initiative and define priorities for the LPAC's Small Grants Program (SGP)	10%	20%	40%
Develop and announce 1st round of SGP, evaluate proposals and make awards	10%	15%	25%
Monitor implementation and provide support to SGP grantees	10%	15%	25%
Mobilize SGP grantees and other CSOs into Civil Society Anti-Corruption Network	10%	15%	25%
Assess needs and demand for the LACC website and ICT features (Facebook, Twitter, etc.)	N/A	N/A	N/A
Develop the concept and the structure of the website and ICT	N/A	10%	10%
Develop the website and ICT	N/A	10%	10%
Train LACC staff to maintaining and updating the website and ICT	N/A	N/A	N/A
Assess capacity and practices of LACC in collecting and processing citizen complaints	5%	5%	5%
Design complaint management system (CMS) concept, start developing policies, a manual and SOPs	5%	5%	5%

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B.5: The LACC is able to exercise its anti-corruption leadership role, and to work effectively with the legislature and other integrity agencies to develop and implement effective anticorruption strategies, policies, programs and laws.			
Assess LACC institutional and human capacity to implement its corruption prevention functions	On-going		
Develop draft Corruption Prevention Capacity Building program	25%	40%	80%
Implement Corruption Prevention Capacity Building program	90%	90%	90%
Assist with the development of LACC Corruption Prevention activity plan	15%	25%	40%
Introduce LACC leadership and staff to Vulnerability to Corruption Assessment (VCA)	N/A	N/A	N/A
Adapt VCA to Liberia context	N/A	N/A	N/A
Conduct meetings between LACC and NACSC members to build consensus on the Committee mandate	N/A	N/A	N/A
Assist LACC with drafting NACSC mandate, composition, roles, responsibilities, authorities, and procedures	N/A	N/A	N/A
Establish a Working Group to draft the national strategy and the plan	N/A	N/A	N/A
Conduct meeting of LACC with NIF and AAs on strengthen cooperation and joint actions (Note: NIF's funding ended on May 31, 2016).	N/A	N/A	N/A
Assist NIF with developing their Strategy for NIF and an Action plan (Note: NIF's funding ended on May 31, 2016).	N/A	N/A	N/A
Announces Small Grants Program (SGP) for NIF members, evaluate proposals and make award	N/A	10%	25%
Monitor implementation and provide support to SGP grantees	N/A	N/A	N/A
Draft the description for LACC Legislature Communication Officer (LCO) position	N/A	N/A	N/A
Assign and train LACC staff member for the LCO position	N/A	N/A	N/A
Support LCO in implementing her/his functions	N/A	N/A	N/A
Prioritize legislative gaps hindering the LACC implementing its mandate	On-going		
Review legislation and drafts to ensure that it conforms to international standards and is aligned with Liberian law	On-going		
Assist the LACC in engaging stakeholders in discussion around the legislation	On-going		

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B.5: The LACC is able to exercise its anti-corruption leadership role, and to work effectively with the legislature and other integrity agencies to develop and implement effective anticorruption strategies, policies, programs and laws.			
Assess LACC institutional and human capacity to implement its corruption prevention functions	On-going		
Develop draft Corruption Prevention Capacity Building program	25%	40%	80%
Implement Corruption Prevention Capacity Building program	90%	90%	90%
Assist with the development of LACC Corruption Prevention activity plan	15%	25%	40%
Introduce LACC leadership and staff to Vulnerability to Corruption Assessment (VCA)	N/A	N/A	N/A
Adapt VCA to Liberia context	N/A	N/A	N/A
Conduct meetings between LACC and NACSC members to build consensus on the Committee mandate	N/A	N/A	N/A
Assist LACC with drafting NACSC mandate, composition, roles, responsibilities, authorities, and procedures	N/A	N/A	N/A
Establish a Working Group to draft the national strategy and the plan	N/A	N/A	N/A
Conduct meeting of LACC with NIF and AAs on strengthen cooperation and joint actions (Note: NIF's funding ended on May 31, 2016).	N/A	N/A	N/A
Assist NIF with developing their Strategy for NIF and an Action plan (Note: NIF's funding ended on May 31, 2016).	N/A	N/A	N/A
Announces Small Grants Program (SGP) for NIF members, evaluate proposals and make award	N/A	10%	25%
Monitor implementation and provide support to SGP grantees	N/A	N/A	N/A
Draft the description for LACC Legislature Communication Officer (LCO) position	N/A	N/A	N/A
Assign and train LACC staff member for the LCO position	N/A	N/A	N/A
Support LCO in implementing her/his functions	N/A	N/A	N/A
Prioritize legislative gaps hindering the LACC implementing its mandate	On-going		
Review legislation and drafts to ensure that it conforms to international standards and is aligned with Liberian law	On-going		
Assist the LACC in engaging stakeholders in discussion around the legislation	On-going		